

Michigan

Air National Guard

*Strategic Plan
2002 - 2006*

*Roadmap
to
Excellence*

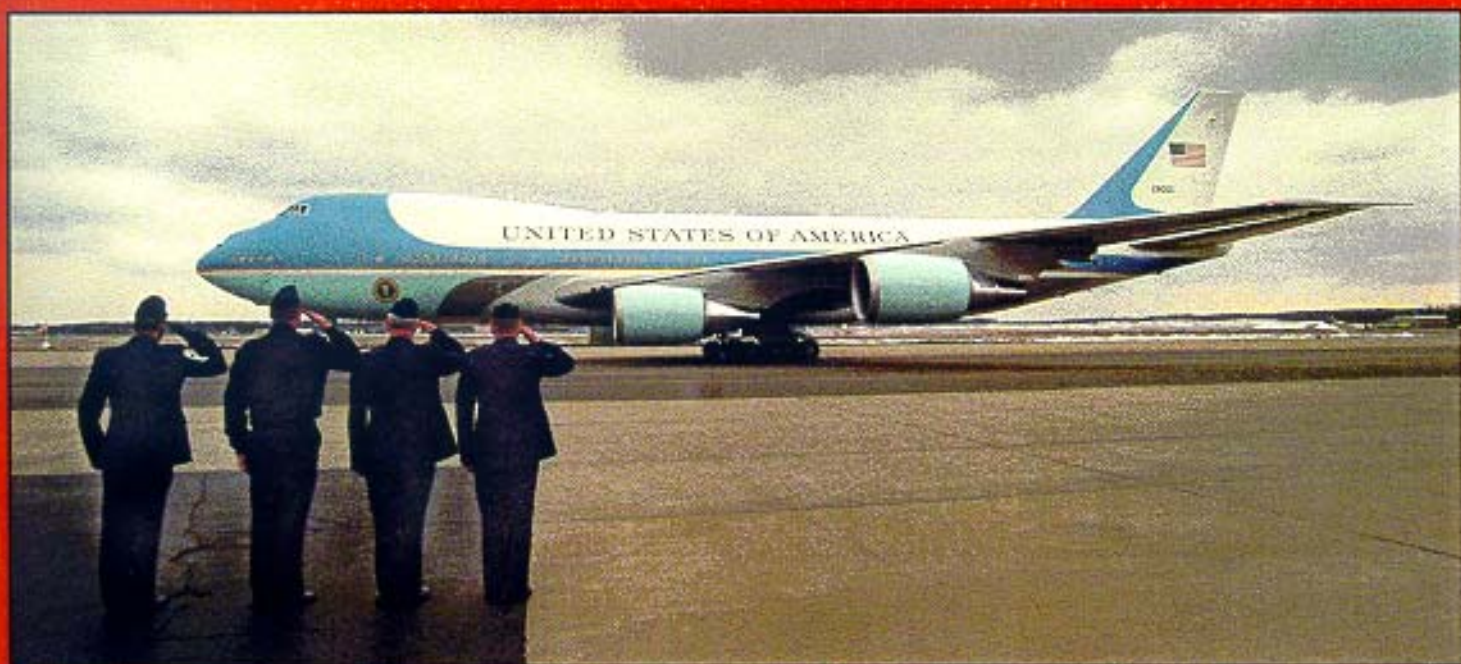
CRTC
Alpena

Headquarters
Lansing

127th WG
Selfridge

110th FW
Battle Creek





FORWARD

"The mission of the Air Force is to fly and fight..."



F-16 air defense.

Congratulations! You have taken the first step toward securing the future of our Michigan Air National Guard - you are reading our Strategic Plan. I have taken the liberty of titling this plan the "ROADMAP TO EXCELLENCE" and make no apologies. This plan is a compilation of ideas and efforts from leadership throughout the state, condensed into objectives that will **make us better**. I have no delusions that this plan is perfect, I expect (and request) refinements, alterations, and amendments. So please continue reading, find those goals, objectives, and strategies where YOU can make an impact (for course correction, refer to General John McConnell's opening statement), and let's get to work.

THE PLANS SHOP IS ALWAYS OPEN!

C-130 air drop.



Brian E. Loftus, Colonel, MI ANG
Director of Plans and Programs



A-10 strafing.

...and don't you ever forget it!"

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COMMANDER'S PERSPECTIVE

This document is our first State of Michigan Strategic Plan for the Michigan Air National Guard (MI ANG) and describes our game plan for the next five years. It is intended to enable our Long Range Plan and work in concert with the planning documents developed by the National Guard Bureau's (NGB) Integrated Planning Process (IPP). The forces driving this process, our most important issues, or 'action items' identified for the continued strategic employment of the MI ANG. We have attempted to concentrate on the issues that are the most important to assure our future and our ability to accomplish our missions. We have identified and developed milestones and metrics to chart our progress. Each installation and weapon system specific to Michigan has been addressed and a roadmap has been developed. We expect each unit will amplify and complement the roadmaps contained herein during their annual planning process and make campaign adjustments to reach their desired end-states.

All organizations will need to pay close attention to Recruiting and Retention issues in order to sustain the ideal manning levels to support their federal missions. The next decade will present many unknowns for the MI ANG. Whatever those unknowns are, the simple fact is we will continue to need people to accomplish our missions. We have defined a 98 percent overall manning level as a respectable overall strength target. Each unit will face a wide range of challenges and opportunities. The overarching principle for each unit will be to remain relevant to their Federal mission, thereby preserving force structure for the State. The resources (i.e. people, equipment, supplies, and facilities) are then available for State missions as directed by the Governor. Complete unit weapons system conversions for the purpose of modernization seems very unlikely during the next five years but we foresee many needed C-130, F-16 and A-10 enhancements. Additionally, the Combat Readiness Training Center (CRTC) must expand its customer base to increase its utility to survive as a training resource.

This first ever 2002 Michigan Air National Guard Strategic Plan is a cooperative effort between the Headquarters Michigan Air National Guard (HQ MI ANG) Planners and the Installation and Wing Commanders. There has been a great deal of benefit just working through the strategic planning process itself. It is our collective hope this plan will guide the MI ANG during this next journey. My personal "Well Done" to Colonel Brian Loftus whose tenacity and drive made this document become a reality.

RONALD L. SEELY, Brigadier General, MI ANG
Assistant Adjutant General (Air)



INTRODUCTION

THE MICHIGAN AIR NATIONAL GUARD STRATEGIC PLAN

This is the Michigan Air National Guard (MI ANG) Strategic Plan. It represents the result of multidirectional communication and planning between various higher headquarters, the National Guard Bureau (NGB), Headquarters MI ANG, and MI ANG units. This Strategic Plan has a format similar to the Air National Guard (ANG) Strategic Plan, with stated goals that will, when reached, establish or maintain the end-states listed in the Long Range Plan. In order to reach the stated goals, objectives must be accomplished within a specific time frame and measured against the completion timetable.

All of the goals, objectives, strategies, and metrics are subject to the continuing approval of the Commander, MI ANG. We are aware that all MI ANG plans will be affected by and will respond to a number of events within the time frame of this strategic plan (the next five years). Among these are a developing Presidential Administration, a new National Security Strategy (NSS), a National Military Strategy (NMS), and a Quadrennial Defense Review (QDR). Correspondingly, the MI ANG Long Range Plan will be studied and revised, with a target four year (post QDR) revision cycle. Within that cycle, the strategic portions of the plan (those items that must be addressed with increased frequency) will be reviewed at least annually and revised as necessary, with a target two year publication cycle. Revisions to the MI ANG Strategic Plan will be completed prior to April of even years in order to make pertinent inputs into the subsequent Program Objective Memorandum (POM). Accelerated changes in world or local events or situations could necessitate more frequent revisions.



*"Mission Over Normandy", An F-6A from the 107th Tactical Reconnaissance Squadron on D-Day.
- National Guard Heritage Painting -*

If we maintain our faith in God, love of freedom, and superior global air power, the future looks good.

- General Curtis LeMay

OUR MISSION

The Michigan Air National Guard (MI ANG) exists solely for the accomplishment of its MISSIONS. When activated to federal service, we assume the mission of the United States Air Force (USAF):

To defend the United States through control and exploitation of Air and Space.

When in our normal peacetime chain of command, we revert to our traditional role as the organized militia and resume the mission of the Air National Guard (ANG):

To provide ready units to the State and Nation in three roles:

Federal:	To support the United States National Security objectives.
State:	To protect life and property, and to preserve peace, order, and public safety.
Community:	To participate in local, state, and national programs that add value to America.

OUR VISION

The vision of the MI ANG has been succinctly stated by Brigadier General Ronald L. Seely, Assistant Adjutant General for Air and the Commander of the MI ANG. This statement provides an accurate description of who we are:

*A relevant military force of dedicated
citizen-airmen and committed leadership,
community based with state of the
art equipment, responding to the needs
of the state and nation.*

MANAGEMENT AREAS

Following the format of the Air National Guard's Long Range and Strategic Plans, the Michigan Air National Guard (MI ANG) will study and plan against the six management areas addressed by the Integrated Process Team (IPT).

1. MISSIONS:

MI ANG is assigned and performs missions that are relevant to the protection of the people of Michigan and the defense of United States of America while maintaining the militia character of the Guard. We will continuously seek new missions and, when appropriate, will divest those missions no longer relevant. Relevance will NOT be defined solely by Air Expeditionary Force (AEF) or Operation Plan (OPlan) tasking due to the current or anticipated demands of state missions.

1.1. GOAL: MI ANG performs missions that are relevant to the requirements of the community, state and nation.

OBJECTIVES:

1.1.1. MI ANG units will be tasked in state missions.

Timing:	Annually, on a quarterly basis
OPR:	Michigan Air National Guard Director of Plans and Programs (MI ANG/XP),
OCR:	Michigan Air National Guard Commander (MI ANG/CC), Wing and Combat Readiness Training Center Commander (WG/CRTC/CCs), Michigan Air National Guard Director of Civil Engineering (MI ANG/CE)
External:	The Adjutant General (TAG), Plans Operation Military Support Office (POMSO), Emergency Plans Liaison Office (EPLO)

STRATEGY: The MI ANG/CE will invite the POMSO to attend an accident response exercise at ANG bases to familiarize him/her with Air National Guard (ANG) capabilities. The MI ANG/XP will educate the POMSO on the capabilities of Michigan's mission aircraft, including near real-time photo reconnaissance, medium range airlift, and infra-red and low light search, and ensure the Governor is aware of these assets. The MI ANG will be included, to the maximum extent possible, in state emergency action plans.

METRIC: The MI ANG/XP will report plan status annually to The Adjutant General (TAG) and the MI ANG/CC. Report concurrently with the POMSO plan review.

1.1.2. The Michigan Air National Guard (MI ANG) will operate modern aircraft and equipment.

Timing:	Continuous with force modernization
OPR:	Wing Commanders (WG/CCs)
OCR:	Michigan Air National Guard Commander (MI ANG/CC), Michigan Air National Guard Director of Operations (MI ANG/ DO), Michigan Air National Guard Director of Plans and Programs (MI ANG/XP), and Michigan Air National Guard Director of Support (MI ANG/DS)
External:	The Adjutant General (TAG), National Guard Bureau (NGB)

STRATEGY: Available C-130H aircraft will be identified to replace obsolescent C-130E assigned to the 171st Airlift Squadron. Engine improvements are critical to the viability of Michigan's A-10s. Additional Litening II Targeting Pods must be acquired to provide Precision Guided Munitions capability to the 107th and (when applicable) 172nd Fighter Squadrons. Other equipment and improvements will be acquired as mission requirements are identified. (Note: These are *PROGRAMMATIC* concerns that are best approached as a State effort.)

METRIC: The WG/CCs will report modernization requirements and developments at each MI ANG Quarterly Senior Commanders' Conference.



127th mission aircraft over the Mackinac Bridge.



An F-16 on patrol

1.1.3. All Michigan Air National Guard (MI ANG) missions will be relevant; we will divest missions no longer desired.

Timing:	Annually, report Q2
OPR:	Michigan Air National Guard Chief of Staff (MI ANG/CS)
OCR:	Michigan Air National Guard Commander (MI ANG/CC), Michigan Air National Guard Director of Operations (MI ANG/ DO), Michigan Air National Guard Director of Plans and Programs (MI ANG/XP), Wing Commanders (WG/CCs), Combat Readiness Training Center Commander (CRTC/CC)
External:	The Adjutant General (TAG), Plans Operation Military Support Office (POMSO)

STRATEGY: The MI ANG/CS will poll the Commanders to determine if any missions are no longer relevant. The MI ANG will attempt to replace and/or reallocate any mission not relevant to current or future anticipated State or Federal missions.

METRIC: The MI ANG/CS will report the missions under scrutiny to the MI ANG/CC at least annually.

1.2. GOAL: We will continuously investigate missions available or under development within the United States Air Force (USAF) and Department of Defense (DoD) and seek those which can be better performed by the Michigan Air National Guard (MI ANG).

OBJECTIVES:

1.2.1. The MI ANG will be assigned future missions that meet the relevancy criteria and are suited to our core competencies.

Timing:	Continuous, report Q2
OPR:	Michigan Air National Guard Director of Operations (MI ANG/DO)
OCR:	Michigan Air National Guard Director of Plans and Programs (MI ANG/XP), Wing Commanders (WG/CCs)
External:	The Adjutant General (TAG), Air National Guard Future Missions Office (ANG/CFM), Michigan Department of Labor

STRATEGY: The leadership of the MI ANG will continuously study potential future missions. With the identification of desired missions, facilities modifications and civilian skills will be assessed within the local area of the anticipated mission assignment. This objective will cascade into other management areas (Several 'Future Missions' are currently under consideration for the MI ANG, see Future Missions section).

METRIC: At his discretion, the Commander will empanel a team to ensure statewide unity of effort towards the presentation of a future mission request to the ANG/CFM. Timing of this goal is to be determined.



A-10s preparing for takeoff at Alpena CRTC.

2. FORCE STRUCTURE:

The Michigan Air National Guard (MI ANG) will be structured, from Headquarters through the smallest Unit Tasking Codes (UTCs), to integrate seamlessly into aerospace operations that serve the State and Nation in both current and anticipated missions.

2.1. GOAL: The MI ANG will be structured to perform state and federal missions at current or increased manning levels.

OBJECTIVES:

2.1.1. Federal (war fighting) missions will be adequately addressed by existing or anticipated force structure.

Timing:	Quarterly
OPR:	Michigan Air National Guard Commander (MI ANG/CC)
OCR:	This is yet to be determined. Suggested OCRs are Michigan Air National Guard Director of Operations (MI ANG/DO), Michigan Air National Guard Director of Plans and Programs (MI ANG/XP), Michigan Air National Guard Director of Support (MI ANG/DS), and/or Wing Commanders (WG/CCs)
External:	National Guard Bureau (NGB)

STRATEGY: The current and future needs of war fighting Commanders in Chief (CINCs) and Joint Force Air Component Commanders (JFACCs) must be continuously evaluated to ensure that the operational units of the MI ANG are organized, trained, and equipped to support those theater commanders. Existing force structure supports anticipated Operations Plan (OPlan) tasking, but the evolutionary nature of Air Expeditionary Force (AEF) demands continuous evaluation. A panel designated by the MI ANG/CC will study the "Air Expeditionary Force Lesson Learned" (published after every AEF rotation) to determine if the MI ANG could be better structured to support the CINC. If necessary, innovative, revised force structures will be proposed and/or implemented.



Back into the fight.

METRIC: The panel will report results of study at MI ANG Quarterly Senior Commanders' Conference and recommend changes, if necessary.

If we lose the war in the air we lose the war and lose it quickly.

— Field Marshall Bernard Montgomery

3. PEOPLE

These citizen-airmen, committed to protecting their communities and nation against all natural and hostile threats, ARE the Michigan Air National Guard (MI ANG). **If called, they will fight and win America's wars!** The MI ANG will be 100+ percent manned with trained and dedicated individuals who reflect the diversity of their communities' eligible population.

3.1. GOAL: Ensure quality personnel are retained in the MI ANG, with a total loss rate not to exceed 10 percent per year (Fiscal Year 2003). First term, mid term, and career reenlistment rates will be established by the Commanders and coordinated by Headquarters Michigan Air National Guard (HQ MI ANG).

OBJECTIVES:

3.1.1. Exemplary individual performance will be recognized through both formal and informal programs, both at the unit, state and federal level.

Timing:	Immediate, continuous, report Q3/02
OPR:	Michigan Air National Guard Chief of Staff (MI ANG/CS)
OCR:	All commanders and supervisors
External:	National Guard Bureau (NGB)

STRATEGY: The Wing, Combat Readiness Training Center, and the Headquarters Commanders will ensure deserving individuals are recognized with appropriate awards, whether informal (Commander's Cup, Coin, etc.) or formal (Air Force Commendation Medal, State Legion of Merit, etc.). Successful programs throughout the Air National Guard will be studied for possible inclusion into a MI ANG program. Commanders will educate subordinate commanders and supervisors as to the importance and timeliness of individual recognition.

METRIC: The MI ANG/CS will form a team to assess individual recognition events statewide and report his findings to the Commander.



Teamwork...Trust!



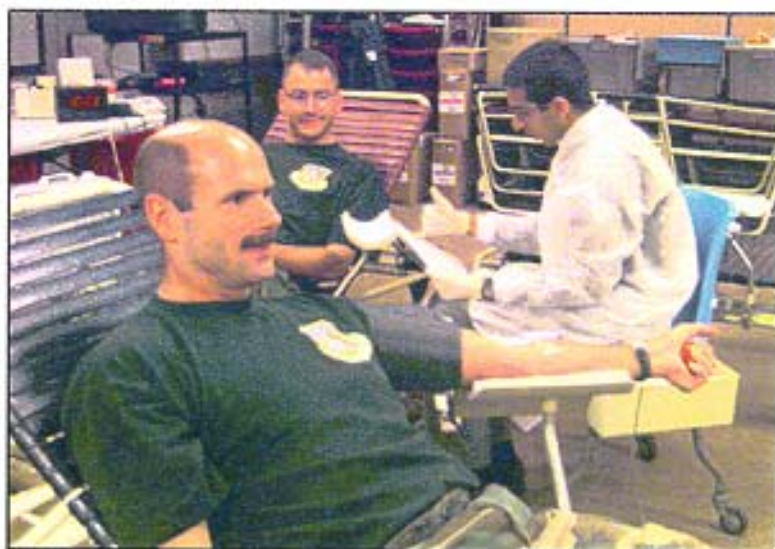
Dedication on the flight line.

3.1.2. The Michigan Air National Guard (MI ANG) will have benchmark quality of life programs, such as Employer Support of Guard and Reserve (ESGR) and Family Support.

Timing:	Q3/02, annually thereafter
OPR:	Michigan Air National Guard Director of Support (MI ANG/DS)
OCR:	Wing Commanders (WG/CCs), Wing Support Group Commanders (SPT GP/CCs)
External:	National Guard Bureau (NGB)

STRATEGY: These and other programs have been proven to contribute positively to the quality of life of our members and therefore to retention. Suggestions to improve or expand these and similar programs will be solicited and studied by Wing, Combat Readiness Training Center, and the Headquarters Commanders for expanded implementation.

METRIC: The best program(s) will be incorporated into a statewide program, presented to the Michigan Air National Guard Commander (MI ANG/CC) no later than March 2003 for approval and implementation.



110 Fighter Wing members giving blood at the local American Red Cross.

Air power alone does not guarantee America's security, but I believe it best exploits the nation's greatest asset - our technical skill.

— General Hoyt S. Vandenberg, Second Air Force Chief of Staff

3.1.3. The Michigan Air National Guard (MI ANG) will correct the causes of premature separation to improve retention rates.

Timing:	Immediate, continuous, first report Q4/02, semiannually thereafter
OPR:	Michigan Air National Guard Chief of Staff (MI ANG/CS)
OCR:	Michigan Air National Guard Director of Support (MI ANG/DS), Wing Commanders (WG/CCs), Combat Readiness Training Center Commander (CRTC/CC)

STRATEGY: The MI ANG/DS will evaluate the systems employed by other states to determine unit member satisfaction and provide information on such systems to the Wing and Combat Readiness Training Center Commanders. Exit Feedback Surveys will be conducted on all individuals separating from the MI ANG. Data will be analyzed to identify and, where applicable, remedy those causes for separation.

METRIC: The MI ANG will adopt the best system to learn and improve member satisfaction. The MI ANG/CS, along with the Wing and Combat Readiness Training Center Commanders, will study compiled results of Exit Feedback Surveys and make appropriate policy changes to achieve the 90 percent retention rate.

3.2. **GOAL:** Recruit qualified individuals to accomplish current and anticipated future missions. Downsizing of the United States Air Force (USAF) has reduced potential separating candidates and demands that we focus on recruiting approximately 60 percent non-prior service personnel.

OBJECTIVES:

3.2.1. MI ANG units will reflect the diverse demographics of the eligible local population.

Timing:	Immediate, continuous. Report Q1/02
OPR:	Michigan Air National Guard Human Resource Advisor (MI ANG/ HRA)
OCR:	Michigan Air National Guard Commander (MI ANG/CC), MI ANG/DS, Recruiting and Retention Superintendent (MI ANG RRS), WG/CCs, CRTC/CC

STRATEGY: The MI ANG has always been a model for the nation in its policies of inclusion. Recruiting efforts will continue to concentrate on achieving a manning balance that mirrors the eligible population of the local community. While it is not to be considered a quota, this balance is the stated objective of the MI ANG.

METRIC: Demographics will be reported to the Commanders at least annually so resources can be redirected to correct deficiencies.

3.2.2. The Headquarters Michigan Air National Guard (HQ MI ANG) will continue efforts to expand tuition assistance to MI ANG at all public and private institutions of higher learning in Michigan.

Timing:	Continuous
OPR:	Michigan Air National Guard Chief of Staff (MI ANG/CS)
OCR:	Wing Commanders (WG/CCs), Combat Readiness Training Center Commander (CRTC/CC)
External:	The Adjutant General (TAG), National Guard Association of Michigan (NGAM)

STRATEGY: Education benefits have been proven as an effective recruiting and retention tool. The MI ANG/CS will determine the strategy to gain tuition assistance from additional institutions of higher learning.

METRIC: Provide quarterly reports of percentages of targeted institutions participating in the tuition assistance program.

Preflight checks:



Ready to fly and fight!

3.2.3. The Michigan Air National Guard (MI ANG) will establish and maintain a state-of-the-art interactive Web/internet recruiting site listing opportunities within the MI ANG and the benefits of membership.

Timing:	Immediate, operational by Q4/02
OPR:	Michigan Air National Guard Recruiting and Retention Superintendent (MI ANG/RRS), Michigan Air National Guard Chief of Staff (MI ANG/CS)
OCR:	Michigan Air National Guard Director of Support (MI ANG/DS), Wings and Combat Readiness Training Center Recruiters

STRATEGY: A web based recruiting site will be a timely and low cost means of attracting qualified candidates to the MI ANG. Successful sites from other states will be studied for effectiveness.

METRIC: Develop and post the site as soon as possible. Improve with feedback from qualified experts and recruits and review and/or revise semiannually.

3.3. GOAL: Force Management Plans will address all phases of a career in the MI ANG, from recruitment through retirement and beyond.

OBJECTIVE:

3.3.1. Prepare and disseminate a single source document that provides guidance on all phases of a career in the MI ANG.

Timing:	Immediate, publication no later than Q2/03
OPR:	MI ANG/DS
OCR:	Michigan Air National Guard Commander (MI ANG/CC), MI ANG/CS, Wing Commanders (WG/CCs), Combat Readiness Training Center Commander (CRTC/CC)
External:	National Guard Bureau (NGB)

STRATEGY: The Wings and the Combat Readiness Training Center will produce Force Management Plans for the MI ANG/CC's consideration and approval. Other states' plans will be studied for benchmarks. NGB expertise will be requested if required. This objective will cascade into leadership and training areas.

METRIC: Publication and distribution no later than fourth quarter 2002.

4. LEADERSHIP

The Michigan Air National Guard (MI ANG) will be led by the best qualified Officers and Senior Non Commissioned Officers (SNCOs) available throughout the state and the Air National Guard (ANG). These leaders will be qualified to assume command or supervisory positions anywhere state or federal missions require.



Colonel Roger Seidel, 110 Fighter Wing Commander and Brigadier General Ronald Seely, Michigan Air National Guard Commander greet President George Bush.

4.1. GOAL: The MI ANG will have a career development program to identify and groom future leaders statewide. This goal cascades from and will be incorporated into the MI ANG Force Management Plan, Goal 3.3.

OBJECTIVE:

4.1.1. Commanders and supervisors will have a pool of highly qualified and prepared candidates from which to select their respective successors.

Timing:	Immediate, continuous, report no later than Q1/03
OPR:	Michigan Air National Guard Commander (MI ANG/CC)
OCR:	Wing Commanders (WG/CCs), Combat Readiness Training Center Commander (CRTC/CC)

STRATEGY: The WG/CCs and the CRTC/CC will task subordinate commanders and supervisors to identify a pool of potential future leaders. These potential leaders will be mentored toward future leadership positions. The intent of this strategy is maximum inclusion and it is not to be considered or utilized as a pre-selection process.

METRIC: Senior Commanders will convene a quarterly leadership career board to identify future leadership vacancies and potential candidates to fill them.



Brigadier General Thomas Cutler, 127 Wing Commander

4.2. GOAL: The Michigan Air National Guard (MI ANG) will provide training and leadership opportunities to ensure that its leaders and future leaders are qualified and experienced.

OBJECTIVES:

4.2.1. Exposure to joint leadership positions will, whenever possible, be part of career development.

Timing:	First list - Q2/03, annually thereafter
OPR:	Michigan Air National Guard Director of Plans and Programs (MI ANG/XP)
OCR:	Wing Commanders (WG/CCs)
External:	Michigan Army National Guard Commanders (MI ARNG/CCs), Combat Readiness Training Center Commander (CRTC/CC)

STRATEGY: Joint training, whether a formal exercise or local familiarization, is being increasingly recognized as essential for future leaders.

METRIC: By January 2003, the MI ANG/XP will provide a list of joint training opportunities to the Wing and the Combat Readiness Training Center Commanders for their consideration.

4.2.2. Senior leaders will make regular visits to National Guard Bureau (NGB), gaining commands and Numbered Air Forces (NAFs) to establish personal familiarity and ensure clear communication throughout the chain of command.

Timing:	Immediate, continuous, first report December 2002
OPR:	Michigan Air National Guard Commander (MI ANG/CC)
OCR:	WG/CCs, CRTC/CC

STRATEGY: The MI ANG/CC will establish an expected participation level and timeline for senior leaders no later than December 2002.

METRIC: Annual report of completion.



*Colonel James Makowski,
Combat Readiness Training Center Commander,
Alpena, Michigan*



*Brigadier General Thomas Cutler,
127 Wing Commander*

5. TRAINING

The Michigan Air National Guard (MI ANG) will be manned by highly trained, educated and experienced personnel, the qualities that set Michigan Guardsmen apart from their contemporaries worldwide. MI ANG personnel will attend and complete formal training classes in a timely manner. Professional Military Education (PME) will be emphasized and completed. If In-Residence PME cannot be completed without undue hardship on the units, efforts will be made to ensure *QUALITY* correspondence or seminar courses are available. Joint Training can be accomplished effectively within the state, utilizing National Guard Bureau (NGB) supported exercises and conducted either at the Alpena Combat Readiness Training Center (CRTC) or Camp Grayling.

5.1. GOAL: MI ANG units and individuals will be fully trained, employing traditional or innovative means. Every effort will be made to ensure such training is mission focused, realistic, meaningful and timely.

OBJECTIVE:

5.1.1. Formal training classes will be allocated within expected timeframes.

Timing:	Immediate, continuous, annual review, report Q3/02
OPR:	Michigan Air National Guard Director of Support (MI ANG/DS), Command Chief Master Sergeants (CCMSs)
OCR:	Military Personnel Flights (MPFs)
External:	National Guard Bureau (NGB)

STRATEGY: Gaining units will work with their respective MPFs to ensure class slots are available in a timely manner. The Headquarters Michigan Air National Guard (HQ MI ANG) and the NGB will be apprised of any delays or difficulties to facilitate corrective action.

METRIC: The MI ANG/DS will investigate and report late class assignments with corrective action. Target is zero late assignments no later than Fiscal Year 2004.



Weapons pre-flight.

5.2. GOAL: The Michigan Air National Guard (MI ANG) will be prepared to operate in a "Joint" environment.

OBJECTIVE:

5.2.1. MI ANG units will participate in Joint exercises and operations.

Timing:	Immediate, report January 2003
OPR:	Michigan Air National Guard Director of Operations (MI ANG/DO)
OCR:	Michigan Air National Guard Commander (MI ANG/CC), Michigan Air National Guard Director of Plans and Programs (MI ANG/XP), Wing Commanders (WG/CCs), Combat Readiness Training Center Commander (CRTC/CC)
External:	Michigan Army National Guard Commander (MI ARNG/CC), National Guard Bureau (NGB)

STRATEGY: Until sufficient joint exercises are held to enable formal joint training opportunities for all deployable units, the MI ANG, with the Michigan Army National Guard assets and a Combat Readiness Training Center, can expand local training events into joint exercises. Lessons learned from such exercises and from joint operations world-wide will be documented to improve MI ANG capabilities

METRIC: The WG/CCs will make every effort to have at least one unit (or Unit Tasking Code) per year attend and learn from a joint exercise or operation. Participation will be expected to increase in future years. First report of completion no later than January 2003.



"Hogsmoke 2000" A-10 Employment Exercise, Alpena, MI

6. INSTALLATIONS AND INFRASTRUCTURE

The Michigan Air National Guard (MI ANG) will maintain and operate bases and installations that promote safety, preparedness and participation while adding value to the community. While we are prepared to operate as an expeditionary force in support of war fighting commands, our bases in Michigan are our homes and make the first impressions on our members and the citizens we are sworn to protect. We will never again allow our bases and installations to deteriorate due to unwise budget priorities established by outside agencies.

6.1. GOAL: The MI ANG will operate modern, capable installations.

OBJECTIVES:

6.1.1. The Michigan Air National Guard Commander (MI ANG/CC) will maintain updated Master Plans for their installations.

Timing:	Annual, submit no later than April 2002
OPR:	Michigan Air National Guard Director of Civil Engineering (MI ANG/CE)
OCR:	MI ANG/CC, Wing Commanders (WG/CCs), Combat Readiness Training Center Commander (CRTC/CC)
External:	The Adjutant General (TAG), National Guard Bureau (NGB), National Guard Association of Michigan (NGAM)

STRATEGY: Updated master plans are essential to define and secure adequate Military Construction Funds (MilCon) to meet acceptable mission, safety, and quality of life concerns, including environmental and noise considerations.

METRIC: The MI ANG/CE will review master plans annually. With the Commanders' concurrence, he will prioritize funding requirements for The Adjutant General (TAG) approval prior to Program Objective Memorandum (POM) consideration.



6.1.2. We will prepare our bases for anticipated future missions.

Timing:	Concurrent with construction planning
OPR:	Michigan Air National Guard Director of Civil Engineering (MI ANG/CE)
OCR:	Michigan Air National Guard Commander (MI ANG/CC), Wing Commanders (WG/CCs), Combat Readiness Training Center Commander (CRTC/CC)
External:	National Guard Bureau (NGB), Plans Operation Military Support Office (POMSO)

STRATEGY: Consideration will be given to anticipated future missions during the planning or design of base improvements or alterations.

METRIC: Potential future mission requirements will be considered and factored into any repair or improvement project and will be documented.

6.1.3. The Michigan Air National Guard (MI ANG) will preserve adequate Special Use Airspace for Michigan's flying units and the requirements of guest units at the Alpena Combat Readiness Training Center.

Timing:	Continuous, report no later than July 2002
OPR:	Michigan Air National Guard Director of Operations (MI ANG/DO)
OCR:	MI ANG/CC, WG/CCs, CRTC/CC
External:	The Adjutant General (TAG), NGB, Federal Aviation Administration (FAA)

STRATEGY: The MI ANG/DO will work with FAA counterparts to secure and preserve adequate training airspace for both current and future MI ANG flying requirements. Cooperative agreements will be reached before any airspace is lost.

METRIC: Begin airspace requirement study immediately in preparation for anticipated airspace restructuring.

C-130 in flight.



Quiet on the flight line.

6.2. GOAL: Michigan Air National Guard (MI ANG) installations will be utilized to the maximum extent possible in order to provide the most benefit to the owners, the citizens of Michigan and the United States of America.

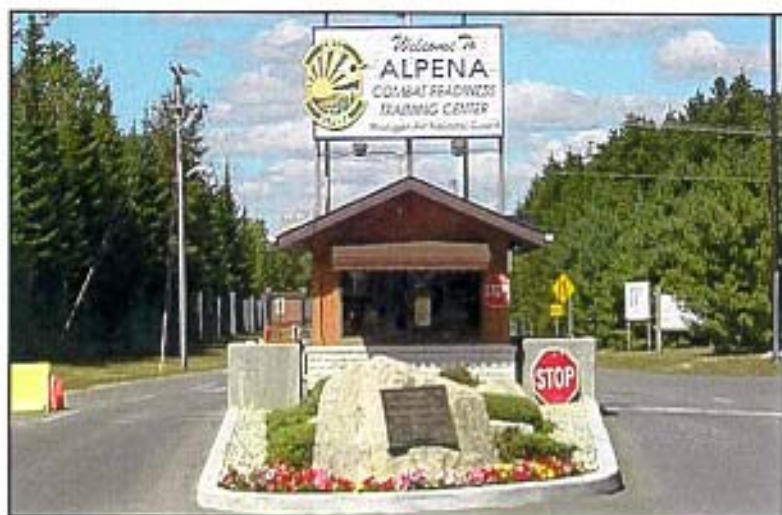
OBJECTIVES:

6.2.1. The Alpena Combat Readiness Training Center (CRTC) will be marketed and utilized for year-round training activities, including National Guard Bureau (NGB) and Joint Chief of Staff (JCS) level exercises.

Timing:	Immediate, continuous, first report July 2002
OPR:	Combat Readiness Training Center Commander (CRTC/CC)
OCR:	Michigan Air National Guard Director of Operations (MI ANG/DO), Michigan Air National Guard Director of Plans and Programs (MI ANG/XP)
External:	Michigan Army National Guard Commanders (MI ARNG/CCs), National Guard Bureau (NGB)

STRATEGY: NGB MUST overcome some commanders' reluctance to train in demanding conditions, and Alpena CRTC will provide the training facilities, year round. Joint training IS the future, and the Alpena CRTC can provide the location for all Department of Defense (DoD) units to obtain necessary, realistic training.

METRIC: Three non-traditional events per year, increasing annually. Report to Michigan Air National Guard Commander (MI ANG/CC) at end of fiscal year.



Combat Readiness Training Center, Alpena, Michigan

FUTURE MISSIONS

Future Missions are those not currently assigned to a particular Michigan Air National Guard (MI ANG) unit, or, in some cases, not operational in any Air National Guard unit. Future Missions are requested through the Air National Guard Future Missions Office (ANG/CFM), through a lengthy formal process. This is a separate effort from programmatic changes to existing missions, such as aircraft upgrades, mission or manning expansion, etc. Such alterations of current missions are coordinated through the Air National Guard Plans and Programs Division (ANG/XP) and are forwarded as Program Objective Memorandum (POM) inputs

The MI ANG is currently studying several Future Missions, including:

- Standing up a Predator (Unmanned Aerial Vehicle) unit.
- Standing up an Information Warfare squadron.
- Converting the 171st Airlift Squadron from Theater to Strategic Airlift.
- Establishing an Engine and Avionics depot level repair/overhaul facility at Battle Creek Air National Guard Base.

While completion of any of these efforts will most likely be outside the time frame of this strategic plan, initiation will have to begin as soon as these missions become developed or available within the Department of Defense (DoD). Once the MI ANG commits to the pursuit of a Future Mission, the Commander will empanel a team to work the acquisition process through ANG/CFM.



Civil Support Team training.

LEGISLATIVE ACTION

The Michigan Air National Guard (MI ANG) is a community based military force and is often faced with different strategic priorities than its parent service, the Federally based United States Air Force (USAF). While every effort is made to operate within the USAF budget allocations, recent history has demonstrated situations where Air Force programmers have under-funded the MI ANG to the point where we would have difficulty performing our missions. We have a moral and constitutional responsibility to prevent this from occurring and the people of Michigan have every reason to expect that the MI ANG will be there to protect and defend them.

When necessary, the MI ANG may have to seek funding or other support for projects, acquisitions or activities through legislative action, including National Guard/Reserve Equipment Account (NGREA) or through Congressional Additions to defense appropriations. Working in concert with our fellow soldiers in the Michigan Army National Guard (MI ARNG) and the National Guard Association of Michigan (NGAM), with guidance from Major General E. Gordon Stump, our Adjutant General (TAG), the MI ANG may have to pursue support from our elected representatives in Congress. As these activities are unpredictable and may change with budget cycles, they will be undertaken ONLY as a coordinated effort with specific objectives. Members will be advised as to the appropriate courses of action and will be given information and guidance from leadership.

When a Legislative Action is initiated by our Adjutant General, all members of the MI ANG are encouraged and expected to participate.

*Major General E. Gordon Stump,
The Adjutant General of Michigan*



PROGRESS MATRIX

A strategic plan has value only if the results are measurable in a timely manner. In order to ensure accomplishment of the objectives listed in this strategic plan, the following Progress Matrix, opposite this page, is included. The matrix will visibly display progress toward accomplishing the plan's objectives.

The timing aspects of the objectives are scheduled in minimum of quarterly increments, enabling the Michigan Air National Guard Commander (MI ANG/CC) to evaluate progress at the Michigan Air National Guard Quarterly Senior Commanders' Conferences. This matrix covers the next five fiscal years, the time limit of this plan, and should be revised annually.

In each timing block of the matrix are code letters for what should be accomplished at that point. The codes are as follows:

P	Progress toward an objective
R	Report on objective
C	Objective has been achieved
A	Action initiated toward an objective
V	Review effectiveness of achieved objective

As we are in a fluid political environment, changes in world events or the Commander's priority may necessitate earlier or immediate revision to the timing in this progress matrix. The Offices of Primary Responsibility (OPRs) must be prepared to be flexible without losing sight of the goals we intend to reach.

The Michigan Air National Guard Director of Plans and Programs (MI ANG/XP) is responsible for the maintenance and accuracy of this matrix.

Success flourishes only in perseverance -- ceaseless, restless perseverance.

— Baron Manfred von Richthofen

PROGRESS MATRIX

OBJECTIVES	FY 02				FY 03				FY 04				FY 05				FY 06			
	Q3		Q4		Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4	
1.1.1. STATE PLANS				R																
1.1.2. MODERNIZATION				R																
1.1.3. RELEVANCE				R																
1.2.1. FUTURE MISSIONS				A																
2.1.1. FEDERAL STRUCTURE				R																
3.1.1. INDIVIDUAL RECOGNITION				R																
3.1.2. ESGR/FAMILY SUPPORT				R																
3.1.3. ANNUAL FEEDBACK				R																
3.2.1. DIVERSITY				R																
3.2.2. RECRUITING WEBSITE				P																
3.3.1. FORCE MANAGEMENT				A																
4.1.1. SUCCESSION PLANNING				P																
4.2.1. JOINT LEADERSHIP				A																
4.2.2. HHQ FAMILIARIZATION				A																
5.1.1. TRAINING CLASSES				R																
5.2.1. JOINT TRAINING																				
6.1.1. INSTALLATION MASTER PLANS				P																
6.1.2. FUTURE MISSION PREPARATION																				
6.1.3. SPECIAL USE AIRSPACE				A																
6.2.1. CRTIC UTILIZATION				R																

CONTACT NUMBERS

<i>127 Wing</i>	<i>(810) 307-4888</i>
<i>110 Fighter Wing</i>	<i>(616) 969-3299</i>
<i>Combat Readiness Training Center (CRTC)</i>	<i>(989) 354-6291</i>
<i>Employer Support of the Guard and Reserve (ESGR)</i>	<i>1(800) 336-4590</i>
<i>Headquarter Michigan Air National Guard (HQ MI ANG)</i>	<i>(517) 483-5512</i>
<i>Michigan Army National Guard</i>	<i>(517) 483-5686</i>
<i>National Guard Association of Michigan (NGAM)</i>	<i>(517) 484-1644</i>
<i>National Guard Association of the United States (NGAUS)</i>	<i>(202) 789-0031</i>
<i>National Guard Bureau /Public Affairs (NGB/PA)</i>	<i>(703) 607-2584</i>
<i>Plans Operation Military Support Officer (POMSO)</i>	<i>(517) 483-5619</i>

GLOSSARY OF PLANNING TERMS

AEF	Air Expeditionary Force
AMC	Air Mobility Command
ANG	Air National Guard
ARNG	Army National Guard
CC	Commander
CCM	Command Chief Master Sergeant
CE	Director of Civil Engineering
CFM	Future Missions Office
CINC	Commander in Chief
CRTC	Combat Readiness Training Center
CST	Civil Support Team
DoD	Department of Defense
DO	Director of Operations
DS	Director of Support
EPLO	Emergency Plans Liaison Office
ESGR	Employer Support for the Guard and Reserve
FAA	Federal Aviation Administration
HRA	Human Resource Advisor
IPP	Integrated Planning Process
IPT	Integrated Process Team
JFACC	Joint Force Air Component Commander
JCS	Joint Chiefs of Staff
MILCON	Military Construction (funds)
MPF	Military Personnel Flight
NAF	Numbered Air Force
NCO	Non Commissioned Officer
NGAM	National Guard Association of Michigan

NGAUS	National Guard Association of the United States
NGREA	National Guard / Reserve Equipment Account
NMS	National Military Strategy
NSS	National Security Strategy
OCR	Office of Collateral Responsibility
OPLAN	Operations Plan
OPR	Office of Primary Responsibility
PME	Professional Military Education
POC	Point of Contact
POM	Program Objective Memorandum
POMSO	Plans Operation Military Support Office
QCC	Quarterly Commanders' Conference
QDR	Quadrennial Defense Review
SPT GR	Support Group
TAG	The Adjutant General
UAV	Unmanned Aerial Vehicle
UMD	Unit Manning Document
USAF	United States Air Force
USTRANSCOM	United States Transportation Command
UTC	Unit Tasking Code
XP	Director of Plans and Programs
WG	Wing





WE ARE THE MICHIGAN AIR NATIONAL GUARD